

North I-880 Safety and Operations Study

Final Report

Prepared for
**Alameda County
Congestion Management
Agency**

By
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In association with
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This document is a summary of working papers, technical memoranda and related documents. These materials are included in the Appendix of this document, published separately.



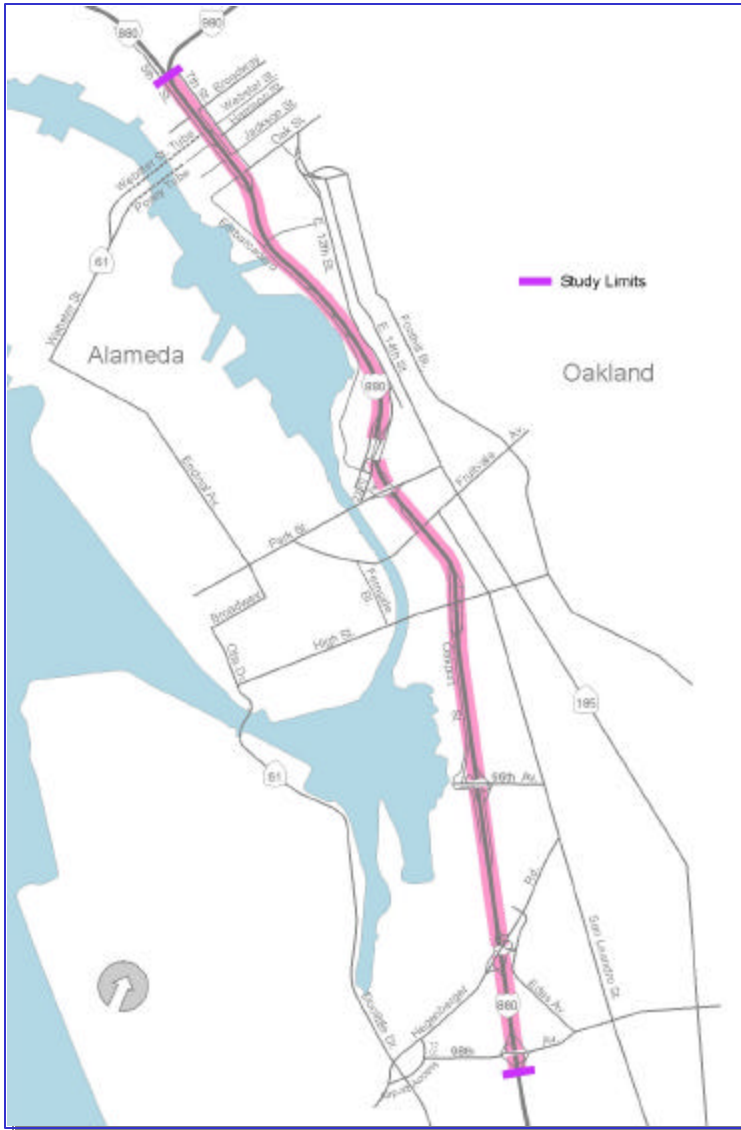
Role and Importance of I-880

I-880 is a vital part of the Bay Area's transportation system. The Oakland segment of I-880 provides access to numerous intermodal facilities and attractions including the Port of Oakland, Oakland International Airport, the U.S. Mail and UPS distribution centers, downtown Oakland, and the Oakland/Alameda County Coliseum complex.

With truck restrictions on I-580, the I-880 corridor is the primary north-south freight route to and from the Port of Oakland. It is also the primary regional roadway facility providing access to residents and businesses throughout the cities of Oakland and Alameda. I-880 is also a major commuter route, providing connections between centers in Alameda, Santa Clara, San Francisco, Contra Costa, and San Mateo Counties.



This Study



The purpose of the North I-880 Operations and Safety Study is to identify a set of well-defined projects that can be implemented in the short-term to enhance the operations and safety of I-880 through the City of Oakland. This set of well-defined projects would be implemented in the next five to ten years to enhance the operations, safety and appearance of I-880 through the City of Oakland.

The study area encompasses the portion of I-880 between 98th Avenue and the junction with I-980 as shown in the figure to the left.

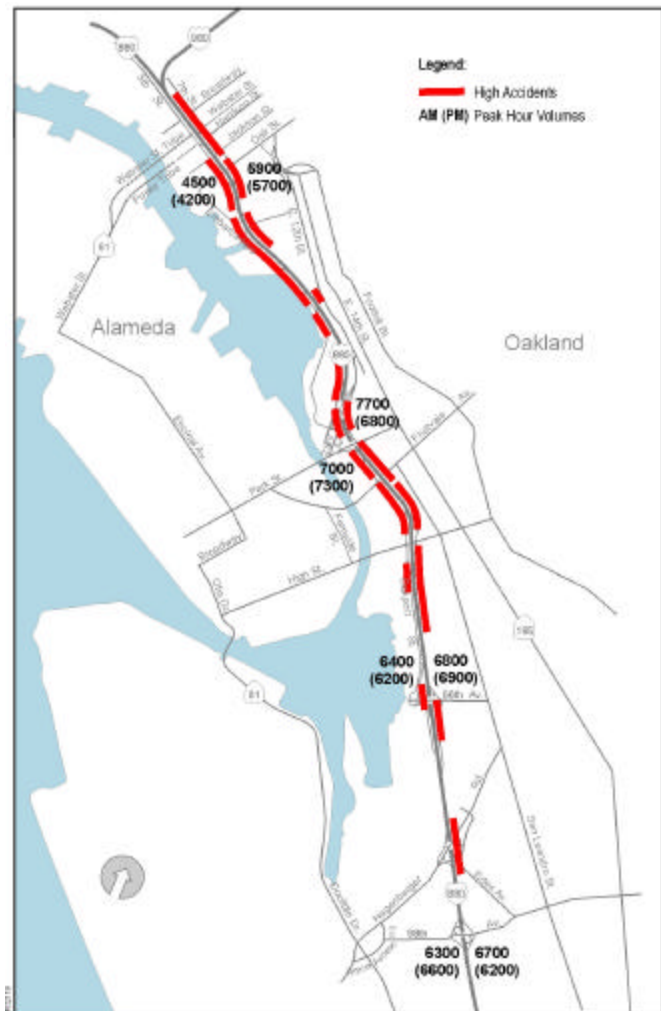
Operating Characteristics

Interstate 880 is a major route for Bay Area commuters and goods movement providers at all times of the day.

Average daily traffic volumes exceed 200,000 vehicles/day, with combined northbound and southbound volumes exceeding 12,000 vehicles in both the AM and PM peak hours. Typical freeway AM and PM peak hour volumes at various locations within the study area are illustrated on the figure to the right.

In addition, the accident rate for the study corridor as a whole is twice the average rate for a comparable freeway. The figure to the right highlights those areas within the North I-880 corridor that have the highest accident rates (over three times the typical rate).

Congestion occurs on a recurring basis within the corridor, in both directions and during both peak periods. High traffic volumes, as well as non-standard design features (e.g., short weaving sections) contribute to bottlenecks. Non-recurring events, such as accidents and stalled vehicles, also contribute significantly to the congestion and delay experienced in the corridor.

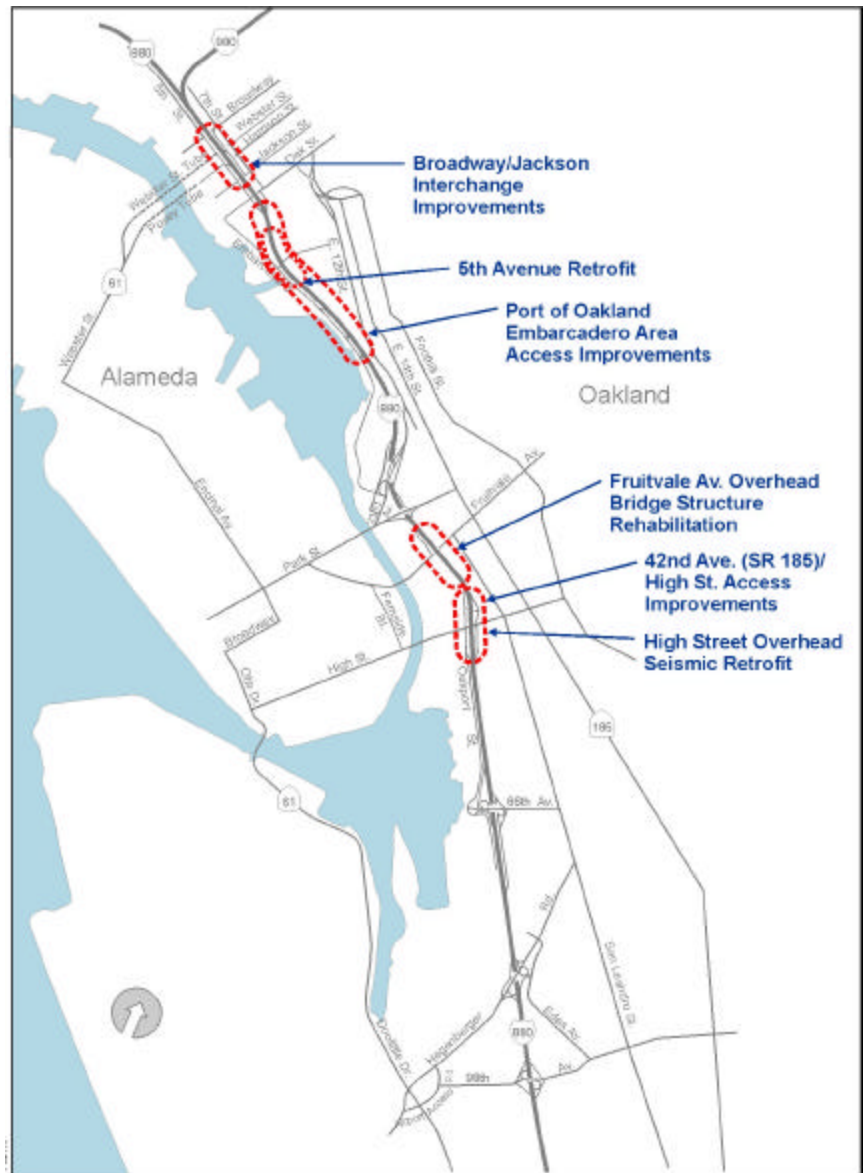


DKS Associates

Baseline Projects

The study segment, and I-880 as a whole, have been the focus of several recent and on-going planning efforts and improvement projects. Projects that are already under development or expected for completion in the next five to ten years represent a baseline for this study. Those projects most relevant to this study are highlighted in the figure to the right and summarized in the table on the following page.

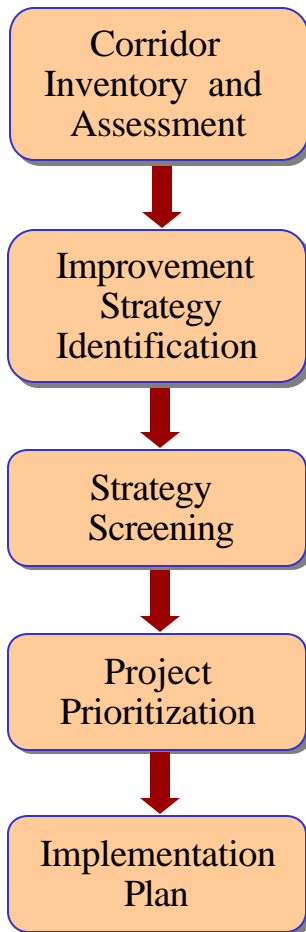
The baseline projects address a number of problems and issues, and incorporate many of the strategies identified early in this study. Thus, these baseline projects were a factor used in screening out improvement locations and strategies from further consideration. The North I-880 Safety and Operations study identifies projects that complement planned and proposed major improvement projects for the corridor.



Baseline Projects

Title	Key Project Elements	Sponsor	Time Frame
Caltrans High Street Overhead Seismic Retrofit Project	This project consists of replacing the existing I-880 mainline structures from 46 th Avenue north to 42nd Avenue with new structures. This will allow for the widening and addition of shoulders.	Caltrans	2003 - 2007
42nd Avenue (SR 185)/High Street Access Improvements	The project will improve circulation and capacity for local streets in the vicinity of the I-880/42nd Avenue interchange. Specifically, the improvements are proposed for 42nd Avenue, High Street and Alameda Avenue. Local street realignments are proposed for Howard Street and 42nd Avenue.	City of Oakland	1999 - 2005
Fruitvale Avenue Overhead Bridge Structure Rehabilitation	This project will rehabilitate the deck for the Fruitvale Avenue Separation Overhead Bridge. This includes modifying the longitudinal joints, overlaying the deck with concrete and replacing existing tubular bridge railing.	Caltrans	2004 - 2007
Port of Oakland Embarcadero Area Access Improvements	This project will modify the Embarcadero access to the corridor.	Port of Oakland	2003 - 2007
5th Avenue Retrofit	This project includes constructing a new bridge and widening the mainline by approximately 40 feet, to allow for a southbound auxiliary lane.	Caltrans	2003 - 2008
Broadway/Jackson Interchange Improvements (Phase 1)	Includes five elements: 1. Construction of new southbound off ramp from I-880 to Martin Luther King in the Jack London District, 2. Improve the northbound Jackson Street on-ramp to I-880, 3. Create a dual left turn from southbound Broadway at the 4. intersection of Broadway and 5th Street, 4. Provide improved signage to direct traffic from I-880/I-980 to Downtown Oakland, Jack London Square, Chinatown and the City of Alameda, and 5. Interconnect traffic signals at both ends of the Posey Tube to optimize traffic flows from Alameda Point to I-880/980.	Caltrans	2005 - 2008
Source: DKS Associates, 2003			

Study Process



The North I-880 Safety and Operations study consists of a series of steps to achieve the goal of identifying a set of well-defined projects that can be implemented in the short-term to enhance the operations and safety of I-880 through the City of Oakland. The following discussion describes the steps that were taken to achieve this goal.

As the first step in this study, a comprehensive inventory of the corridor's characteristics was conducted. This included an inventory of various physical and operational characteristics. The second component was the identification of a full range of problems, issues and opportunities. This assessment was based on a combination of current standards, quantitative criteria and qualitative criteria.

The next step in the study was the identification of both potential improvements of specific locations and opportunities for corridor-wide enhancements.

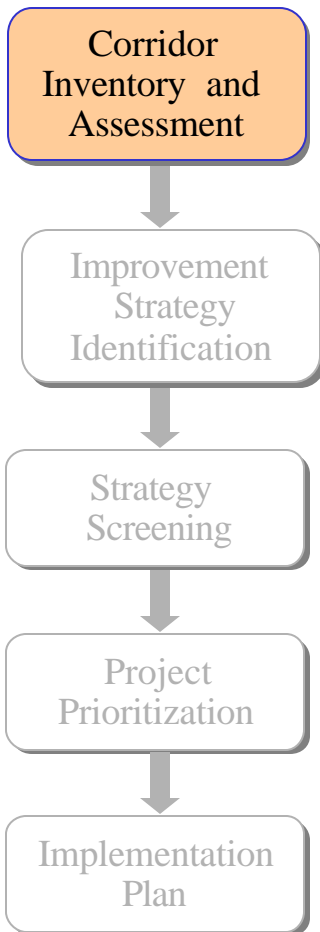
The third step in the process was a screening of the potential improvement strategies. The screening criteria related primarily to the expected cost or timeframe for implementation, consistent with constraints identified for this study.

In this next step, the remaining strategies were packaged into one or more improvement projects (i.e. a project may include more than one individual strategy) for each location or corridor-wide opportunity. Then, the projects were prioritized.

In this last step, an Implementation Plan as well as Fact Sheets were developed for each of the high priority projects.



Corridor Inventory and Assessment



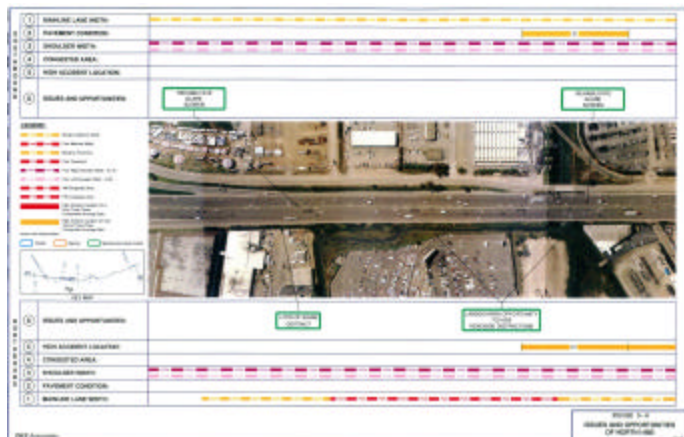
In the first step of this process, an inventory of physical and operational characteristics of the study segment was performed. The results of the inventory are presented in two sets of drawings using aerials photos of the segment as a base to provide geographic reference. The first set of drawings includes the physical characteristics of the study segment while the second set of drawings addresses the operational characteristics. This inventory provided the Consultant Team with a comprehensive understanding of the elements specific to the North I-880 corridor.

Once the Consultant Team understood the elements involved with the corridor, they identified a full range of problems and issues within the study area, regardless of the potential cost or timeframe of a solution.

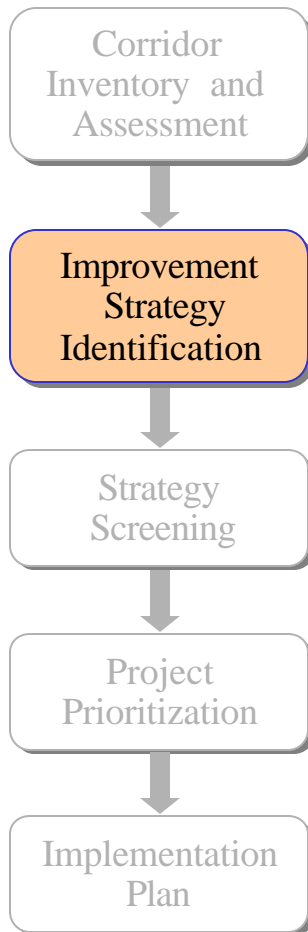
The specific problems, issues and opportunities identified by the Consultant Team have been grouped into six broad categories:

- Design
- Safety features
- Maintenance
- Adjacent Environment
- Signing operations
- Visual Impact.

The problems, issues and opportunities within each of these categories have been identified using both quantitative and qualitative criteria. The intent of this study is not necessarily to address each of the individual issues identified in this task. Rather, the emphasis is on how these factors may work in combination to reveal operational and safety deficiencies that require improvement.



Improvement Strategy Identification



This next step began with an identification of candidate locations for improvements. This was accomplished based on the inventory of operational and physical characteristics defined in the previous step. The Consultant Team specifically concentrated on:

- High accident locations
- Bottlenecks.

A total of 21 locations were identified.

The next step was to identify those factors that might contribute to the specific problems or issues at each location. This was based largely on the physical inventory and assessment from the first step of the process. Some examples of the factors identified included the following: narrow lanes, short merge area, poor sight distance, and roadside distractions.

These contributing factors were then used as a basis for identifying improvement strategies. For this activity, a comprehensive approach was taken in regards to the identification of the improvement strategies without consideration of cost or right-of-way constraints. Examples of identified strategies include:

- Widen freeway mainline to provide standard lane and shoulder widths
- Widen shoulders areas to provide adequate refuge for disabled vehicles
- Repair or replace damaged portions of median or shoulder barrier
- Repair or replace damaged or worn-out signs
- Trim vegetation that obstructs signs.

For most locations five or more strategies were identified.



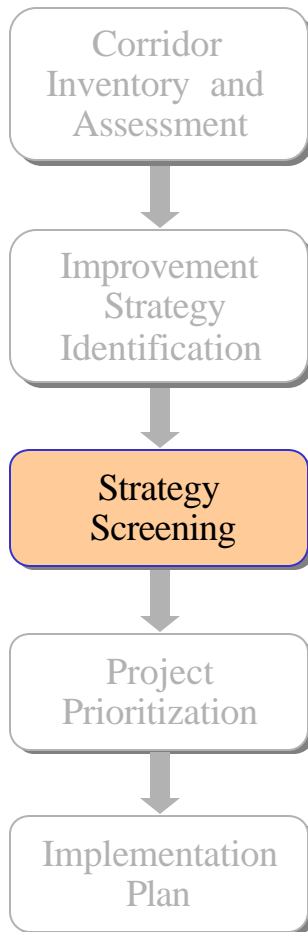
Improvement Strategy Identification

Corridor-Wide Improvement Opportunities

In addition to the location-specific component, this step involved identifying corridor-wide opportunities and strategies for improvement. A similar process to the location-specific opportunities was followed. The Consultant Team identified problems and issues along the corridor. Contributing factors to these issues and problems were then identified. Following the identification of the contributing factors, opportunities and strategies were identified to alleviate the issues and problems along the corridor. Seven corridor-wide opportunities were then identified.



Strategy Screening



Once the identification of the potential improvement locations was completed screening strategies for the locations were developed. The first screening strategies implemented were primarily related to the expected cost or timeframe for implementation. In some cases, the improvement offering the greatest benefit may be beyond the cost or implementation timeframe constraints of this study. In such cases, lower cost, shorter-term strategies may represent interim or complementary measures to the longer-term strategy. Consideration was also given as to whether improvements at a particular location are already proposed as part of another project thus eliminating the need to identify further improvements as part of this study. It is important to note that strategies screened out as part of this process are not precluded from further study or for consideration as longer-term projects.

More specifically, the criteria used in the screening analysis included:

- Construction Cost
- Implementation Timeframe
- Estimated Effectiveness
- Right-of-Way (R/W) Requirements
- Potential Environmental Consequences
- Inclusion in Baseline Projects



Strategy Screening

Location-Specific Strategy Screening Results

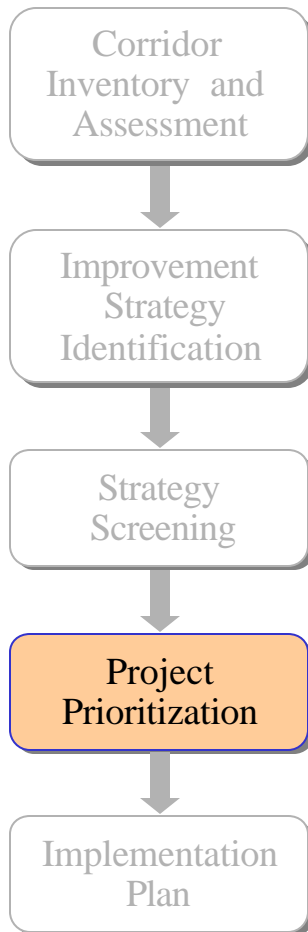
The screening criteria listed above were applied to each of the improvement strategies identified for every operational and safety improvement location. As a result of this screening assessment a number of potential improvement strategies were screened out, primarily due to cost and right of way concerns. At a few locations, major improvement projects are underway that will address most, if not all, of the issues at these locations. For the most part, however, there are low-cost, short-term improvement strategies that are applied to each of the identified improvement locations.

Corridor-Wide Strategies

The screening process was also applied to the previously identified corridor-wide issues and improvement strategies. However, few of these corridor-wide strategies were screened out, primarily because many can be implemented in stages or phases to meet cost and timeframe objectives.



Project Prioritization



In this step, the remaining strategies were packaged into one or more improvement projects (i.e. a project may include more than one individual strategy) for each location or corridor-wide opportunity. A total of 41 projects were defined. These projects were then prioritized in a two-stage process. In the first stage, proposed projects were rated with respect to their effectiveness as measured by the estimated operational, safety and visual consistency benefits.

In the second stage, the most effective projects were further assessed on a range of implementation considerations. The recommended priorities were then reviewed by the North I-880 Study Task Force, the I-880 Intermodal Corridor Technical Working Group, and the I-880 Intermodal Corridor Steering Committee. Comments from each group were incorporated into the final set of project priorities.

The result of the prioritization process was the identification of sixteen low, six medium and seventeen high priority projects. A number of projects were dropped completely because they were deemed to be mutually exclusive with another project at the same location that was higher rated.



High Priority Projects

The set of high priority projects consists of 10 location-specific projects (including 2 projects that are alternatives for the same location) plus 7 corridor-wide projects. A brief description of each high priority project is provided below and on the following page.

Location-Specific Projects

1A - Northbound Hegenberger Road Merge Reconstruction

Restructure the westbound to northbound merge at northbound Hegenberger, to provide increased spacing between successive entrance ramps.

2 - Northbound Coliseum/66th Ave On-ramp Improvements

Split the northbound Coliseum/66th Avenue on-ramp into two separate on-ramps, with separate access for the Coliseum entrance ramp. Widen the mainline to provide a merge taper for the ramp from the south Coliseum parking lot

5A - Close Northbound 29th off-ramp

Close the northbound 29th Avenue off-ramp and construct a soundwall.

5B - Construct a deceleration lane in advance of the Northbound 29th off-ramp

Construct a separate (parallel) deceleration lane in advance of the northbound 29th Avenue off-ramp by widening the freeway downstream of the structure. This improvement will require realignment of 9th Street and acquisition of a strip of R/W from the Fruitvale Station shopping center.

6A - Relocate 29th/Lisbon Avenue on-ramp

Relocate the northbound Lisbon/29th Avenue on-ramp to the south. This will require converting Portwood Avenue, 8th Street and Lisbon Avenue to one-way operations.

7 - 23rd Avenue Ramp Improvements

Remove brick wall next to the northbound freeway to allow for construction of an acceleration lane and standard merge taper for entering traffic at the westbound to northbound diagonal on-ramp.

13B - Southbound 16th Avenue and Embarcadero Ramp Improvements

Relocate and re-sequence the southbound Embarcadero ramps, moving the on-ramp after the off-ramp.

17A - Relocate Southbound Fruitvale Off-Ramp

Relocate the Fruitvale Avenue off-ramp 150 to 200 feet to the south to increase the weaving distance. With this design the ramp would extend to Del Monte Street, requiring significant changes to local access and circulation, including the construction of a cul-de-sac at Derby Avenue.

19 - SB High to 66th Auxiliary Lane

Construct a full auxiliary lane from the High Street on-ramp to the 66th Avenue off-ramp. This project would require a barrier between the mainline and Oakport Street and may require a slight realignment/widening of Oakport Street.

21 - SB 66th and Hegenberger Auxiliary Lane

Construct a full auxiliary lane between the southbound 66th Avenue on-ramp and the Hegenberger off-ramp; move the exit sign upstream.

High Priority Projects

Corridor-Wide Projects

CW1 - Freeway Service Patrol (FSP) Enhancements

This project involves enhancing the current FSP activities along this segment of freeway. Specific enhancement is the addition of weekday-midday service from 10:00 AM to 3:00 PM.

CW3 - Shoulder Refuge Area Improvements

Widen shoulders where possible to provide refuge areas for disabled vehicles and maintenance access. Nine candidate locations have been identified.

CW4 - Pavement Maintenance

Rehabilitate damaged or worn portions of the roadway. Focus on area north of High Street. Caltrans has scheduled pavement rehabilitation for this corridor in 8 to 10 years. This project would accelerate this process.

CW5 - Roadside Safety Feature Improvements

Repair or replace damaged crash cushions, glare screens and barriers at various locations as needed. Install new cushions, screens and barriers where appropriate.

CW7 - Mainline Signing Improvements

Improve exit signage by relocating sign structures further upstream at specific locations. Replace all damaged or worn-out signs.

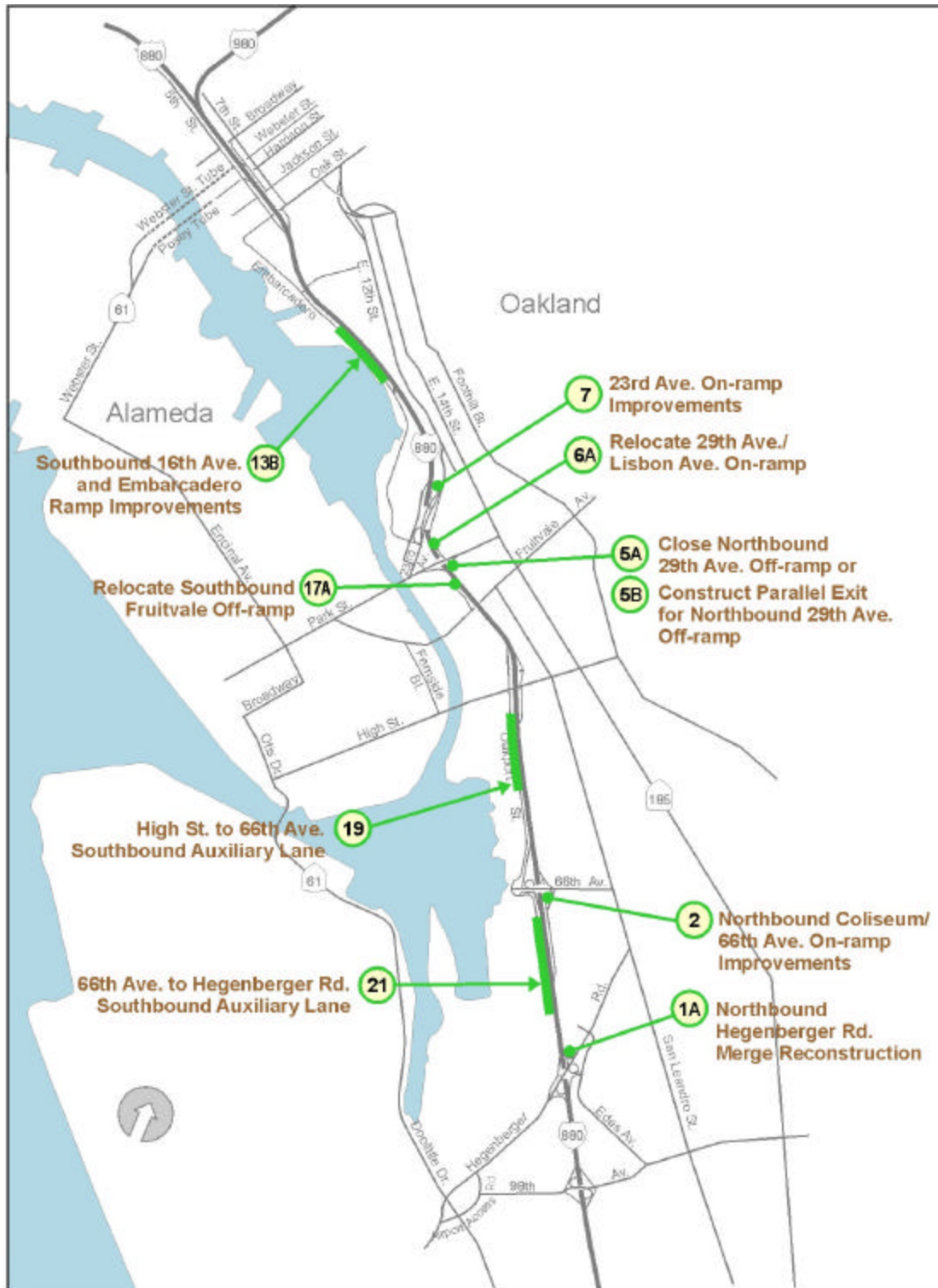
CW12 - Clean-Up Program Enhancements

Enhance current litter removal programs through additional funding and new activities. This will also involve enhancements to City litter removal programs. The City and Caltrans will need to collaborate to make this possible.

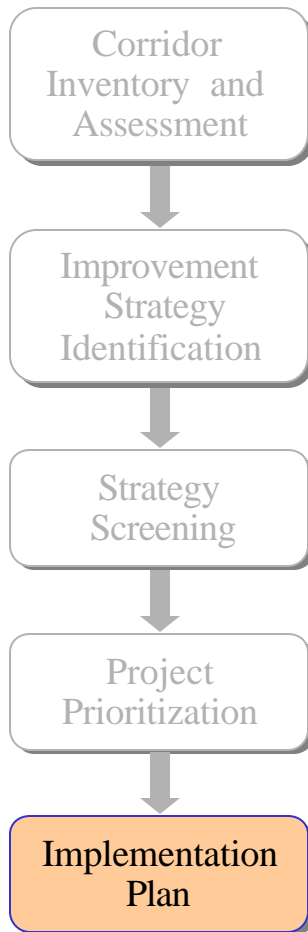
CW13 - Visual Improvement Program

This project involves identifying basic highway elements that can be targeted for improvement and identify existing elements that can serve as models for future development. Develop Corridor-wide visual consistency guidelines and program. This may include guidelines for features within freeway right of way (e.g. signing, barriers, shoulder treatments) and within adjacent City R/W (e.g. building and sign design, landscaping)

High Priority Projects



Implementation Plan



In the final step of this process, an implementation plan and Project Fact Sheets were developed for each high priority project identified in the previous step, to help facilitate subsequent development and deployment of these projects in the future.

The implementation plan for each high priority project consists of the following elements:

- **Estimated Cost** – total estimated cost range for the study, design, and construction of the project. Where applicable, estimated Right-of-Way acquisition cost are tabulated separately
- **Participating Agency(ies)** – identification of the key agencies involved in the implementation of the project
- **Earliest Implementation Timeframe** – an estimate of the potential earliest timeframe for implementation or construction of the project, assuming full funding is available
- **Implementation Steps** – a listing of the key steps that must be completed prior to implementation or construction of the project
- **Related Projects** – a listing of related high priority and baseline projects.



Implementation Plan

Location-Specific Projects

Project Title		Estimated Cost	Participating Agency(ies)	Earliest Implementation Timeframe	Implementation Steps	Related Projects
#	Name					
1A	Northbound Hegenberger Road Merge Reconstruction	\$2.5 million (no additional R/W required)	Caltrans	2 - 3 years	Conduct PSR/PR/ED Prepare PS&E FWHA Concurrence	CW13
2	Northbound Coliseum/66th Ave On-ramp Improvements	\$4.4 Million (no additional R/W required)	Caltrans (lead) City of Oakland	3 - 5 years	Conduct PSR/PR/ED Prepare PS&E FWHA Concurrence	Coordination with High/42nd interchange projects will be needed, but no physical ties exist between the two projects CW 13
5A ¹	Close Northbound 29th off-ramp	\$0.9 Million (no additional R/W required)	Caltrans City of Oakland City of Alameda ACCMA	3 - 5 years (potentially earlier with Project 5A)	Conduct community outreach Conduct PSR/PR/ED * CTC/Federal approval (for 5A) Prepare PS&E Prepare MOU Obtain R/W *Project 5A could potentially be developed with a permit, subject to Caltrans approval	6A CW13
or						
5B ¹	Construct a deceleration lane in advance of the Northbound 29th off-ramp	\$4.2 Million (unknown R/W costs)				
6A	Relocate 29th/Lisbon Avenue on-ramp	\$5.5 Million (including \$2.8 Million in R/W)	Caltrans City of Oakland ACCMA	5 years	Conduct community outreach Conduct PSR/PR/ED CTC/Federal approval Prepare PS&E Prepare MOU Obtain R/W	5B CW13
7	23rd Avenue Ramp Improvements	\$3.7 Million (including \$0.4 Million in R/W)	Caltrans City of Oakland	3 – 5 years	Conduct PSR/PR/ED FWHA Concurrence Prepare PS&E Obtain R/W	CW13
13B ²	Southbound 16th Avenue and Embarcadero Ramp Improvements	\$4.5 Million (unknown R/W costs)	Caltrans City of Oakland Port of Oakland ACCMA	3 - 5 years	Conduct PSR/PR/ED* CTC/Federal approval Prepare PS&E Prepare MOU Obtain R/W *already initiated by Caltrans	Embarcadero Area Access Improvements 5th Avenue Retrofit CW13
17A	Relocate Southbound Fruitvale Off-Ramp	\$8.1 Million (including \$3.2 Million R/W)	Caltrans City of Oakland City of Alameda ACCMA	5 years	Conduct community outreach Conduct PSR/PR/ED CTC/Federal approval prepare PS&E Prepare MOU Obtain R/W	Coordination with High/42 nd interchange projects will be needed, but no physical ties exist between the two projects CW13
19	SB High to 66 th Auxiliary Lane	\$2.4 Million (no additional R/W required)	Caltrans	2-3 years	Conduct PSR/PR/ED Prepare PS&E	CW13
21	SB 66th and Hegenberger Auxiliary Lane	\$2.1 Million (no additional R/W required)	Caltrans	2-3 years	Conduct PSR/PR/ED Prepare PS&E	CW13
Notes: 1. Multiple projects identified for this location. Operational analysis indicates that Project 5A offers the greatest operational benefit, however further study is needed to examine the accessibility and diversion impacts of this project. 2. Improvements at this location are being examined as part of a current Project Study Report (PSR).						
Source: DKS Associates, 2003						

Implementation Plan

Corridor-Wide Projects

Project Title		Estimated Cost	Participating Agency(ies)	Earliest Implementation Timeframe	Implementation Steps	Related Projects
#	Name					
CW1	Freeway Service Patrol (FSP) Enhancements	\$205,000 (for 3-year period based on current contract rates.)	MTC SAFE ACCMA	Immediately	Identify funding source Prepare MOU	None
CW3	Shoulder Refuge Area Improvements	\$1.4 million (including \$40,000 R/W costs)	Caltrans City of Oakland ACCMA Port of Oakland	1 – 3 years	Conduct PSR/PR/ED ¹ Prepare PS&E Obtain encroachment permit ² Obtain R/W	CW12
CW4	Pavement Maintenance	\$2,000,000	Caltrans	1 – 3 years	Identify funding source Conduct PSR/PR/ED ¹ Obtain encroachment permit ²	5 th Avenue Retrofit High Street Overhead Seismic Retrofit 10 year plan for Rehabilitation Fruitvale Avenue Overhead Bridge Structure Rehabilitation
CW5	Roadside Safety Feature Improvements	\$4,300,000	Caltrans	1 – 3 years	Identify specific requirements Conduct PSR/PR/ED ¹ Obtain encroachment permit ²	CW13
CW7	Mainline Signing Improvements	\$1,300,000	Caltrans City of Oakland	1 – 3 years	Identify specific requirements Conduct PSR ¹ Obtain encroachment permit ²	CW13
CW12	Clean-Up Program Enhancements	TBD	Caltrans City of Oakland	1 – 3 years	Identify funding source Obtain encroachment permit ² Prepare MOU	CW 3, CW 13
CW13	Visual Improvement Program	TBD	Caltrans City of Oakland	1 – 10 years	Develop design guidelines Develop specific improvement plans Incorporate guidelines into other projects Determine cost and identify funding for stand-alone improvements Develop City incentives and planning guidelines Conduct PSR ¹ Obtain encroachment permit ² Prepare MOU	All location-specific projects, CW5, CW7, CW12

Notes:

1. If project is constructed in phases of less than \$1,000,000 the PSR/PSSR may not be required.
2. If agency other than Caltrans is the lead for the work within Caltrans R/W. This arrangement may be appropriate based on funding source, and may shorten implementation timeframe.
3. Acronyms
ACCMA – Alameda County Congestion Management Agency
CTC - California Transportation Commission
ED - Environmental Document
MOU - Memorandum of Understanding
PR - Project Report
PS&E - Plan, Specification and Estimates
PSR - Project Study Report
R/W – Right-of-Way

Source: DKS Associates, 2003

Implementation Considerations



Funding Sources – Funding availability is a key factor in the implementation of the high priority projects identified in this report. For capital projects, including all location-specific projects, the primary potential funding source is expected to be State Highway Improvement Program (STIP) funding. Other sources may also be applicable. Projects that are operational in nature, (such as the Freeway Service Patrol Enhancements, the Visual Improvement Program and the Clean-up Program Enhancements) are not eligible for STIP funding. Potential alternative funding sources may include local general funds, development mitigation fees, and State Highway Operations and Safety Program (SHOPP) funds.

Visual Impacts - Visual consistency and enhancement within the corridor is directly addressed within project CW13 – Visual Improvement Program. These concepts could also be incorporated into any highway construction or maintenance project. For example, a project to reconstruct a ramp could include provisions to include landscaping and structural designs that conform to the visual consistency guidelines. With the construction of a major project, guidelines for the design theme of the corridor could be implemented. Incorporating visual improvement elements within other construction projects, rather than constructing them separately, can help minimize the disruption to traffic.

Community Outreach – Some of the high priority projects may have significant impacts on the surrounding community with respect to right-of-way acquisition, changes in local traffic patterns, changes in access to schools and businesses, and development of design themes. Thus, community outreach and opportunities for public input will be critical components of the successful implementation of many projects.



Cost and Right-of-Way Estimates – The total implementation cost was estimated for each high priority project, and included the anticipated costs associated with the study, design, and construction of each project. A number of the projects are also expected to require the acquisition of additional right-of-way. The right-of-way acquisition cost was estimated by considering the expected acreage of the acquisition, and associated cost of the current land and buildings. Where applicable, the expected right-of-way costs are included in the total estimated project cost, and are noted separately in the Implementation Plan and on the Fact Sheets.

The cost and right-of-way estimates are subject to change as project definitions are modified. Therefore, refinement of the right-of-way impacts and cost estimates will be a critical step in future project development activities.

Project Fact Sheets

A Project Fact Sheet for each of the high priority projects was developed. Each Fact Sheet contains the following information:

- Overview
- Key Project Elements
- Benefits
- Issues and Impacts
- Implementation Steps
- Implementation Timeframe
- Potential Funding Sources
- Estimated Cost
- Related Projects
- Participating Agencies

These Project Fact Sheets were designed to help facilitate subsequent development and deployment of these projects and are intended to be stand-alone documents. This includes activities such as securing funding and gaining public support for each project.



Project Fact Sheets

Acronyms

The following Fact Sheets contain a variety of acronyms. The table below defines and explains the acronyms utilized within the Fact Sheets.

CTC	California Transportation Commission - The Commission is responsible for the programming and allocating of funds for the construction of highway, passenger rail and transit improvements throughout California.
ED	Environmental Document – This refers to both the state and federal requirements for Environmental Impact Reports (EIR) and Environmental Impact Studies (EIS).
MOU	Memorandum of Understanding – Interagency agreement.
PR	Project Report – Are prepared for all highway development proposals to summarize feasibility studies of the need, alternatives, costs and overall impact.
PS&E	Plan, Specification and Estimates – Documents used for construction purposes.
PSR	Project Study Report – An engineering report, the purpose of which is to document the agreement on the scope, schedule and estimated cost of a project so that the project can be included in a future State Transportation Improvement Program (STIP).
SHOPP	State Highway Operations and Safety Program - The SHOPP is administered by the State Department of Transportation (Caltrans) for transportation projects that do not increase highway capacity. District Directors can use these funds for local improvements, such as widening state roadway shoulders to accommodate bicycles. SHOPP projects can be up to \$750,000 each.
STIP	State Transportation Improvement Program - The STIP is a multi-year capital improvement program of transportation projects on and off the State Highway System, funded with revenues from the State Highway Account and other funding sources.

